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USAREC

July 1993

Recruiter Journal

20 YEARS

U.S. Army Recruiting Command Groundbreaking Ceremony



LTG Thomas P. Carney and MG Jack C. Wheeler talk with guests after the ceremony. (Photos by Gary Melbarzdis)



LTG Carney addresses the audience.



The groundbreaking party left to right: Mr. Ron Olson, URS Consultants, Inc.; Ms. Susan Toutant, project engineer, Louisville Corps of Engineers; LTG Thomas P. Carney, deputy chief of staff for Personnel; MG Jack C. Wheeler, commander, USAREC; Mr. David Pence, Howard W. Pence & Sons, Inc.; BG Larry R. Jordan, assistant commandant U.S. Army Armor School; COL Herbert F. Harback, commander and district engineer, Louisville Corps of Engineers; CSM Richard L. Ross, U.S. Army Armor Center and Fort Knox; CSM Ernest H. Hickie, USAREC.

FLARE

USAREC Recruiter Journal

July 1993

■ The **Recruiter Journal** (ISSN 0747-573X) is authorized by AR 360-81 for members of the U.S. Army. Contents of this publication are not necessarily official views of, or endorsed by, the U.S. Government, Department of Defense, Department of the Army, or the U.S. Army Recruiting Command

■ It is published monthly using offset printing by the Public Affairs Office, U.S. Army Recruiting Command, ATTN: RCAPA-PA, Building 6579, Fort Knox, KY 40121-2726; tel DSN 464-8948, commercial (502) 624-8948. Printed circulation: 11,000.

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■ Subscriptions may be obtained through the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402.

■ Deadline for submission of material is the first of the month prior to publication.

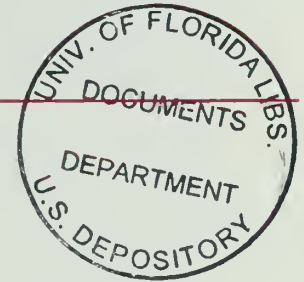
■ Second class postage paid at Fort Knox, KY, and at additional mailing office.

POSTMASTER — Send address changes to:

Commander, U.S. Army
Recruiting Command
ATTN: RCAPA-PA
Building 6579, Room 91
Fort Knox, KY 40121-2726

Vol. 46, Number 7

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General officers working family issues

■ Resolving issues ranging from veterans' entitlements to funding authority for maintenance of non-appropriated fund facilities, a steering committee of general officers met recently to review 25 issues covered in the Army's Family Action Plan.

Chaired by Army Vice Chief of Staff GEN J. H. Binford Peay III, the committee consisted of general officers representing selected defense secretariats, the Army staff and major Army commands. Its spring meeting in Washington completed action on seven of the 25 issues reviewed, said BG Raymond T. Roe, commander of the U.S. Army Community and Family Support Center in Alexandria, Va.

Those 25 issues had emerged from 84 "active issues" surfaced at past AFAP planning conferences.

Roe listed the results of the seven resolved issues, as follows:

- Veterans Group Life Insurance is renewable for life.
- Reserve soldiers entitled to retire at age 60 may choose to be interred in national cemeteries.
- When Army civilians serve on mandatory mobility agreements, transportation to the home of record is authorized for the remains of the deceased civilian, remains of a family member and one's household goods.
- Format for retirement briefings was standardized.
- Newsletters published by family support groups have authority to be mailed as "official business" under guidelines that include information promoting family readiness, self-reliance, unit co-

hesion and the esprit of family members.

- Major Army commands may delegate authority up to \$1 million to installation commanders for maintenance and repair of facilities operated under non-appropriated funds.
- Local commanders are responsible for decisions affecting duty hours and operating hours for support services. Patrons are encouraged to identify inconvenient operating hours, so that services can be made more user-friendly.

The several medical issues raised in last year's planning conference remain high on the list for GOSC resolution. The foremost issue concerns teenage sexual activity. The Army surgeon general's representative, BG Nancy Adams, told the committee that the surgeon general's office will take the lead in developing an exportable training package for helping teens become more aware of safe sex and AIDS.

Meantime, to keep up with the nearly 400 issues submitted

to the Army Family Action Plan since its beginning 10 years ago, CFSC officials have published DA Circular 608-93-1, which lists, in annually updated form, the status, action plan and progress of each issue.

Army News Service

Update drawdown figures

■ A mix of good news and bad news awaits active-duty soldiers as the Army of the nineties draws down into fiscal year 1994.

On the good side, "The FY 93 reduction in force for majors was canceled because there were enough takers of the voluntary separation measures, and because we were able to process some applicants for the new early retirement program," said MG Fred Vollrath of the Army's Office of the Deputy Chief of Staff for Personnel.

What's more, Vollrath foresees no need for an enlisted selective early retirement board, either for the remainder of fiscal 1993 or for fiscal 1994.

As to officer SERBs, he reviewed the statistics to date: The FY 93 board selected 179 colonels, 143

CONAP Monthly Statistics

Brigade	Agreements for 1-31 May 93	Total CONAP Agreements
1st	55	2,232
2d	181	4,333
5th	92	2,522
6th	29	753

lieutenant colonels and 60 majors. "SERB reductions are projected to continue as an officer-downsizing tool in fiscal 1994," Vollrath said.

The bad news on RIFs consists of the pending results from the FY 93 captain RIF, covering year groups 1983-84. Plans are underway for an FY 94 company-grade RIF.

Soldiers affected by offers of early retirement can look forward to the remainder of fiscal 1993 and on into the next year. In this regard, Vollrath said, "We've sent out an Army-wide message on eligibility criteria and application procedures.

"The plan provides for limited offers in fiscal 1993 to selected majors, warrant officers, special-branch officers, and non-commissioned officers in excess specialties and grades," he said.

More information on the evolving drawdown process will appear in the latest edition of the Army's Chain Teaching Program, scheduled for distribution in July.

Army News Service

Men's green short-sleeve shirt upgrade

■ The men's Army green short-sleeve shirt with convertible collar has been replaced with a stand-up collar identical to its long-sleeve counterpart.

This design modification allows for greater standardization among the services and is in compliance with Department of Defense clothing and textile directives to reduce costs, logistics officials said. The policy for wear of the new shirt is the same as for its predecessor.

The new shirt was scheduled to arrive at stateside clothing

sales stores in May and in overseas stores by June, officials said. The mandatory possession date for the new shirt is Oct. 1, 1999. It will become available as a basic issue item on a size-by-size basis in 1994, officials said.

Army News Service

DoD schedules more overseas base closures

■ Some 6,100 military and 770 civilian personnel positions at 46 overseas sites will be affected by the Defense Department's latest round of base realignments and closures.

As announced May 7, defense officials plan to end or reduce overseas operations by returning or partially returning the sites to their host governments. The turn-over period is expected to begin April 1, 1995, and to last until Sept. 30, 1995.

The Army's share in this will be 15 sites in Germany and nine in Korea, said Army public affairs officer MAJ Stephen Campbell.

"The largest Army sites affected are Taukkunen and McKee Barracks in Germany," Campbell said. "The former will reduce operations, while the latter will cease operations. Each one has more than 1,000 authorized billets."

Campbell noted that the planned cutbacks — part of the months-old worldwide drawdown of U.S. forces — mark the 11th round of such site reductions.

Of the 15 Army sites earmarked for cutback in this round, most consist of family housing areas and training areas.

Army News Service

Soldiers advised to protect MGIB benefits

■ Confusion over time-in-service requirements is causing hundreds of soldiers to lose their Montgomery GI Bill education benefits earned while on active duty, according to personnel officials.

Failure to meet the time requirement for the benefit by even 1 day results in forfeiture of the entire benefit, officials warned. Under normal circumstances, soldiers must serve for 24 months on a 2-year enlistment, or 36 months on a 3-or-more-year enlistment to be MGIB-eligible. In the case of early separations, such as those associated with service-connected disabilities, pre-existing medical conditions, or circumstances of hardship, a month of benefits will accrue for each month served on active duty.

However, time-in-service eligibility rules change when the separation is for the convenience of the government. Soldiers separating with a convenience-of-the-government discharge must serve 20 months of a 2-year enlistment or 30 months of a 3-or-more-year enlistment. Convenience-of-the-government discharges do not include volunteering for separation because of a bar to reenlistment, officials said. To be eligible in this category, soldiers must complete their entire enlistment, or a maximum of 36 months. For more information on MGIB eligibility, contact your local education counselors or write: Commander, PERSCOM; Attn: TAPC-PDE-EI (Room 940); Alexandria, Va. 22331-0472.

PERSCOM News Release

Six Super School Success Secrets

"The counselors don't like the military. They won't let me post the school. All the dean wants is pencils and passes. I can't get a list." Are these reasons or excuses?

High schools and colleges are some of the finest sources you can draw on in pursuit of mission box achievement. While one of the best lead sources available is the high school list, many recruiters are deprived of this benefit because a list is "not available." Is this really true? Or is it perhaps the result of not properly establishing a successful school program?

Professional salespeople use every available resource to guarantee success. Since over 50 percent of your success comes from your school program, an effective school program is one of your greatest resources. Let's look at what you need to do, know, learn, and practice to successfully penetrate your school market.

Clarity is the starting point

It's astonishing how many people try to develop a successful school program without knowing what they are selling and why they are selling it. So the key questions in developing a successful school program are: Who is your customer? How can he or she benefit from what you have to sell?

When selling to a high school junior or senior, you are selling the benefits of an enlistment in the Army or Army Reserve. But an actual enlistment is not the focus when developing your school program. Instead, focus on how you and the Army can satisfy the

school's needs and interests.

Before identifying the needs and interests of the school, ask yourself: Who is my customer? Many recruiters work specifically with the school counselor or the placement director. Others work only with the principal or a specific teacher with whom they have already developed rapport. This person may or may not be your real customer. Study the school. Blueprint their needs. Identify which

"All the dean wants is pencils and passes."

members of the faculty and staff can benefit from what you can provide. These are your customers. Approach them and develop a professional relationship. Become one of their Centers of Influence. And in turn, let them become a Center of Influence for you.

To further help you develop a successful school program, clarify who your competition is. See who is going after the same results. While the other branches of the military can be your competition, colleges, universities, vocational and technical schools, and even private industry can also be included. Any organization who wants access to the students for enlistment, enrollment, employment, or any other reason can be your competition.

Once you have identified your competition, find out what benefits they are providing. Find out why the school is buying their

product, so to speak. Find out why they are successful in the school.

You don't work in isolation. You're in an extremely competitive environment, and you have to be better than your competition. To do this, think through and become very clear on what it is they are selling and how they are selling it. If your competition is doing better than you, don't get angry with them. Instead, stand back and admire them because of their success. But at the same time, look and see what they're doing that you aren't. Learn from them. Then copy and imitate the best part of what they are doing.

Become a consultant

When establishing a successful program, use the consultative approach within the school. According to the Institute for Executive Development, sales professionals who use the consultative approach are in the top 5 percent of their field. They are perfectly honest and sell with integrity. They are non-manipulative and straight forward. They ask questions, questions that discover needs and interests and build a trust bond (*RJ* Aug 91). And they offer advice.

So to be a consultant, you must begin by asking questions. Discover where you can provide a good service. Determine how you can give good advice that will enable the school to benefit from what you have to offer. Make sure that all of your selling is customer-centered.

Courtesy

The Friendship Factor (*RJ* July 1991) states that a person will not buy from you until they are genuinely convinced they are your friend and that you are acting in their best interest. It requires you to listen effectively, nurture the professional relationship, and show respect. It builds a relationship where your prospect likes you.

In developing an effective school program, an important part of the decision process is how much the prospect likes you and respects you. Since a courteous, polite, kind, professional salesperson is the most likeable, it is imperative that you always be courteous. Everything you can do in the way of courtesy and generosity that causes the prospect to

like you increases your probability of success in this endeavor.

Competence

Demonstrate early in your relationship with the school that you know what you are doing and that you can deliver the goods. One of the best ways to demonstrate this is through the use of social proof. Let the school know how other schools have benefited through a professional relationship with the Army, the Army Reserve, and with you.

Also, competence means knowing your product cold!

Confidence comes from success

While it is said that success breeds success, it really comes from proper preparation and effective practice. If you go to any school to establish or sustain an effective school program without advance planning and preparation, you will not succeed. Your every action must have a purpose. So set aside the necessary time to decide what it is you want to achieve every step of the way. Then decide the best way to do it. Always have a plan of attack for what you want to do in the school.

Above all, PRACTICE! PRACTICE! PRACTICE! before you make any individual or group presentation in the school.

Courage

The quality called boldness is the most important quality of all. Courage to make the call. Courage to get out and get among them. Courage to keep going and never accept failure. Underline everything you do with courage.

There they are. The keys to successfully penetrate the school market and establish an effective school program. Now is the time to use them and unlock the doors to an effective school program.

SFC Dennis Margheim, HQ USAREC Training Directorate

"The pessimist sees the difficulty in every opportunity; the optimist, the opportunity in every difficulty."

— L. P. Jacks

Volunteers for

*Peggy Flanigan, HQ USAREC,
Public Affairs*

Last spring a Gallup poll showed that the public has more confidence in its military than any other institution. Now the American people say that nobody does it better, but 20 years ago, when a volunteer Army was just a campaign promise, the nation was not so sure about the future of its armed forces.

At that time, the United States was embarking on a controversial experiment to end the draft and to try to sustain a military force entirely with recruited soldiers, sailors, and airmen. It was not an impulsive undertaking. There was genuine concern that the task might prove unachievable in the long run.

The ability of the Army — with its large manpower needs and relatively unglamorous image — to attract sufficient numbers of recruits was especially questionable. The Army needed a good cross-section of America's ablest young people, and was being mandated to obtain them solely through the art of persuasion. The challenge concerned not only Army recruiters, but also Congress and the man on the street.

The proposal to end the draft and rely on recruited volunteers began as a presidential campaign promise in 1968. Following the election, a commission of distinguished businessmen, educators, students, and military members appointed by President Nixon carefully studied the proposal of an all-recruited force. In its report, the Gates Commission (so called for Chairman Thomas Gates, a former Secretary of Defense) unanimously concluded the nation's interest would be better served by an all-volunteer force than by a mixed force of volunteers and conscripts. However, to make it work, they said, military pay would have to be commensurate with civilian pay, working and living conditions would have to be improved, and a standby system of draft registration would have to be established.

Following a successful pilot program, Secretary of Defense Melvin R. Laird announced that all-volunteer recruiting should begin on July 1, 1973. Accordingly, the last man was drafted in December 1972 and reported for training in June 1973.

The growing years

A national advertising campaign was already in place when the job of recruiting a volunteer force was put in the hands of the U.S. Army Recruiting Command on July 1. The message was out — in magazines, newspapers, radio and television, direct mail, on posters and billboards.

Following the Gates Commission's advice that the success of raising a volunteer force depended on adequate pay and improved working conditions, the Army pulled out all stops. Advertising highlighted the higher pay and benefits and attempted to alter the "Big Green Machine" image by suggesting that soldiers' working conditions would be less regimented and assignments more flexible in the new military organization.

The notion that the Army was becoming more lenient was conveyed by a provocative new slogan, "Today's Army Wants to Join You." Although the advertising was soundly based on research into attitudes and motivations of the target audience of enlistment prospects, and it probably did a good job of raising public awareness of new opportuni-



Launching patriots. (Photo by Gary Melbarzdis)

20 years



SGT Kevin Douglas, then of the Ottumwa (Iowa) Recruiting Station, talks with a prospective applicant. (1991 file photo)

ties, it was flawed. The people already inside the Army detested it.

Most soldiers felt that the concept misrepresented the actual life of a first-term soldier. Some of them thought the ads made soldiering sound like just another job and, in their eyes, the ads designed to appeal to an interest in foreign travel looked like civilian travel posters.

The Army quickly replaced the worst of those ads, but for officers and NCOs, the campaign tone had created fears of a discipline-shattering permissiveness. Although the slogan was dropped and advertising introduced in late 1973 took on a tougher, more realistic cast, a seed had been planted in the minds of those in charge. They continued to complain of permissiveness as a problem throughout the 1970s.

Luck was on the side of the recruiters during

the infancy of the all-recruited Army. The country was in recession with high unemployment, enlisted entry pay was competitive, and the Vietnam era GI Bill provided good educational benefits. From fiscal year 1973 through fiscal year 1975, numerical recruiting goals of well over 100,000 recruits each year were surpassed.

It was a promising start, but it was not long before the experiment verged on failure.

Enlistments fell as an improving economy gave enlistment prospects civilian jobs. Cuts were made in recruiting resources; the Army's advertising budget was reduced by a third. The Vietnam Era GI Bill was allowed to lapse, replaced by the far less attractive Veterans Education Assistance Program (VEAP).

Entry level pay was not keeping up with the double-digit inflation of the late 1970s, and the

Army was rapidly losing experienced careerists. Of more concern than any of these problems, however, was the noticeable lack of quality. Only 50 percent of enlistees were high school graduates, a post-World War II low. Well-educated, intelligent soldiers were wanted because they are easier to train and less prone to disciplinary problems. They are also more likely to complete a tour of service successfully, which lowers the number of people who must be recruited each year to fill jobs vacated through attrition.

When it was also found that the Armed Services Vocational Aptitude Battery (ASVAB) used since 1976 to classify and select applicants had been misnormed at the lower end, making a large number of enlistees appear more capable than they really were, the sky did indeed seem to be falling. The error was found and corrected in 1980, but the American public continued to have doubts that recruiting a volunteer force was a possibility.

Yanked from the jaws of failure

The first decade of all-volunteer recruiting was marked by experimentation and near failure. In contrast, the 1980s was a decade of strong managerial discipline with increasing success.

The Army asked Congress to raise salaries, to resurrect the GI Bill and to tack on the Army College Fund. When the VEAP was created in 1976, legislation authorized the services to add "kickers" to their educational entitlements for recruits who were particularly well qualified and willing to enlist in hard-to-fill jobs. The supplements were evaluated in complicated regional tests during the late 1970s and early 1980s. In 1982, approval was obtained to go nationwide with the most generous of the incentive packages. This made it possible to promote what had been referred to earlier as "Ultra-VEAP" as "The Army College Fund." Combined with the Montgomery GI Bill, the Army College Fund gave Army recruiters an effective tool to attract college bound enlistment prospects.

Army leadership then completely overhauled the management of the Army Recruiting Command. Again resourced for success, the command backed up its operations with intense research and a revitalized advertising campaign. Having tried such slogans as the ill-fated "Today's Army Wants to Join You," "Join the People Who've Joined the Army" in 1975, and the short lived "This is the Army" in 1979, the Army looked for a golden advertising nugget. It found a gold mine. The highly motivational "Be All You Can Be" slogan was introduced, to quickly become a part of the American language.

Improved incentives were developed. A limited number of two-year enlistments, withdrawn in 1976, were brought back, and funding for enlistment bonuses was increased.

At the same time the Regular Army was being fine-tuned, the condition of the Army Reserve was being taken into account. Historically, the American people have never favored a large standing Army. As a part of the Army's re-examination of the force, the diminished Army Reserve was given the resources for building a mobilization base likely to be needed in case of war. As part of the restructuring, the Army Recruiting Command took over recruiting for the Army Reserve.

With these changes, the situation improved. A very high non-prior service objective was achieved in fiscal year 1980, and the years immediately following saw the beginning of what turned into a trend of successful quantitative missions and progressively improving high quality.

As the decade changed, so did the security environment. Turmoil within the Soviet Union crippled America's oldest enemy, communism, and ended 40 years of superpower confrontation. No longer faced with a major threat or a need for a large standing force, the Army began restructuring to accept new challenges.

Despite downsizing, today the Army has the best quality soldiers in American history. Maintaining that quality while reshaping the force is the top priority. The importance of retaining quality was demonstrated by the combat performance of soldiers in Operation Just Cause and Operation Desert Storm, where they and their leaders performed exceptionally well under adverse conditions.

Education incentives remain the Army's most powerful recruiting tool. Money for college is still the most important incentive in enlisting quality soldiers. As college costs rise, these incentives are taking on an even more important role. In April of this year, the Montgomery GI Bill and Army College Fund benefits were increased to \$30,000 for a four-year enlistment.

At the end of fiscal year 1992, every new non-prior service enlistee was a high school diploma graduate. Seventy-eight percent of those people scored in the upper half percentile on the Armed Forces Qualification Test. Only 4 percent scored in the lowest allowable scoring category.

Current resource reductions, with more anticipated, are in some respects as much or more challenging than earlier problems. Continuing downsizing of the force is casting a public impression that the Army does not need new soldiers.

Concern is felt because budget reductions have cut deeply into advertising funds. Additional resource cuts, compounded by an increasingly difficult recruiting environment, will have a strong impact on the quality of the force the Army is able to build over the next few years. Funding at lower levels greatly decreases the Army's ability to get its message to the public.

A different kind of Army

There can be little doubt that the decision to maintain the strength with volunteers has clearly produced a different kind of Army. Institutional changes have produced a force far different from the old Army of mixed draftees and volunteers. The fears that were present during the growing years of the volunteer force have been put to rest.

Undoubtedly soldiers believe the Army is more like civilian life than it used to be. Improvements in living quarters, medical and dental care, better maintained facilities, well-rounded morale, welfare and recreation programs, as well as family support programs, have enhanced the quality of life for the soldier.

Critics feared that an Army of volunteers would be disproportionately drawn from the poor and heavily weighted with disadvantaged racial and ethnic minorities. It did not occur. During the 1980s the annual percentage of black soldiers leveled off into the low 20 percent range and has remained there. The Army's well-rooted reputation as an equal opportunity employer and an avenue of upward mobility has been reinforced by enlistment statistics and the fact that black soldiers have reenlisted at a higher rate than others.

The number of female soldiers continues to increase due to the many varied opportunities and assignments offered by the Army. Female soldiers are now assigned in all skills and positions except those excluded under the Army's Direct Combat Exclusion Policy. Presently, 86 percent of the Army's enlisted military occupational specialties; 91 percent of the warrant officer specialties, including aviation; and 96 percent of the commissioned officer specialties are open to women.

The volunteer Army has spanned a generation, and its early charter members are being replaced by their sons and daughters. MSG Burchell Napier, who has been in the Army nearly 20 years, will see his son off to basic training this summer.

"I feel pretty good about it," he said. "He has always wanted to be in the Army, and I know it's a good opportunity." Like most soldiers, Napier says if he could go back 20 years, he would make the same choice for an Army career.

The experience of the all-recruited, volunteer Army has demonstrated that the Gates Commission's recommendations were right on the mark. If military compensation is kept favorable to civilian salaries, soldiers are provided with a high quality of life, and there is a willingness to invest resources in recruiting, enough smart young men and women will continue to be recruited to maintain an Army beyond the ability of any potential adversary to match.

The Army of the future will be smaller and more versatile, and mostly based in the United States.

But two decades of hard work in developing today's extra-ordinary force have proven that some things must not be changed, that the all-volunteer Army must always rely on quality people, competent leaders, tough, realistic training, and modernized equipment for success. And that having the confidence of the American people is essential.



The end of Fiscal Year 1974 saw HQ USAREC celebrate its first full year of all-volunteer recruiting. The objective was 196,400; 199,000 plus were achieved. (File photo)

Slogans come and go

BE ALL YOU CAN BE, one of the best campaigns in advertising history, is more than 12 years old and still going strong, something that can be said about only a handful of advertising slogans. However, this "magic" campaign was preceded by Army advertising which achieved some success and from which we learned important lessons.

TODAY'S ARMY WANTS TO JOIN YOU, the first campaign of the all-volunteer force era, was designed to overcome strong negative images associated with Army service; to change the prevalent mindset that one joined the other military services, but was drafted into the Army, and to make young people aware of greatly increased pay and other economic incentives. It succeeded against these objectives, however, its permissive tone was widely disliked by serving soldiers and retirees and was discontinued in 1973.

The subsequent campaign concept, represented by the slogan, JOIN THE PEOPLE WHO'VE JOINED THE ARMY, projected many of the same ideas, but in a more acceptable form. Additionally, economic benefits were de-emphasized somewhat in favor of the traditional military virtues. This slogan evolved through several phases before it was replaced by a short-lived campaign headlined THIS IS THE ARMY. This campaign concept was based in part on research suggesting the Army had become remote to a new generation of young people. It attempted to

remedy that by fact-filled ad formats. Its appearance coincided with major recruiting failures, and it was not perceived to be successful.

The BE ALL YOU CAN BE campaign grew from a thorough review of a bad recruiting situation. In 1979, all four services failed to meet their enlistment goals. The Army was 17,000 recruits short, and the volunteers who did sign on did not meet the standards of quality wanted by the Army.

There was high speculation

catch their attention? The response was surprising. They would join the Army if they felt it would help to develop their potential and provide a chance for growth.

The phrase BE ALL YOU CAN BE was pulled from hidden copy in a test ad to become the campaign's theme. A jingle writer hastily composed and recorded the song and a rough video was shown to Thurman in January 1981. His search had ended; the concept was perfect. The first ads aired in January 1981.

BE ALL YOU CAN BE achieved the ultimate measure of popular acceptance. It has become a part of the national language. The slogan is mimicked across the country. It is often a favorite subject of speakers at commencement exercises.

The Army changed advertising agencies in 1987, but the idea was expressed somewhat differently in the signature line, GET AN EDGE ON LIFE. Initial ads using this line were similar in content to the BE ALL YOU CAN BE ads, but the full implications began to be expressed in the "Army Advantages" campaign, which was introduced early in 1989.

The name "Army Advantages" focuses toward the long-term advantages of serving in the Army. It is supported by labor market research which indicates that all-volunteer Army era soldiers do transfer technical skills and good work habits into the civilian work force.

Peggy Flanagan, HQ USAREC A&PA



that the United States would have to return to a draft. MG Maxwell Thurman, then commanding general at the Army Recruiting Command, had a different solution: Fix it.

While the Recruiting Command revamped its recruiting structure and the Army lobbied for added educational incentives, Thurman drove the Army's advertising agency into a year-long effort to research and create a new advertising campaign.

Groups of teenagers across the country were questioned to see which of several approaches might encourage them to sign up for the Army. Would they enlist through patriotism? Would adventure

In the beginning

— *Command Sergeant Major reflects on the past 20 years*

by Vernetta Graham, RJ staff

To coin a phrase, the more things change, the more they stay the same. Since 1973, recruiters worked to build a force this country could take pride in. And now in 1993, recruiters are working to maintain the quality force they helped establish.

It was the post-Vietnam era and the Army was the last place America's youth wanted to be. But recruiters, mostly armed with common sense, were sent forth to convince Americans that the Army was a great place to be and that quality beget quality.

Command Sergeant Major Ernest H. Hickie remembers those first years. "I was assigned to Recruiting Main Station, Columbus, Ohio, the January 13, 1972, with duty at my first recruiting station, 110 Central Plaza, Canton, Ohio. When I started on recruiting duty Vietnam was an enlistment option."

According to Hickie, this was a time of enlisting a considerable number of non-high school grads and category fours. There was no such thing as a high school list. It was an uphill battle to get into the high schools. Recruiters were assigned the overwhelming task of assessing 180,000 to 200,000 applicants. Each recruiter was challenged to recruit five to seven applicants a month. There was no contract mission, only assessment mission. Contract missions

didn't occur until late 1976 or 1977, said Hickie.

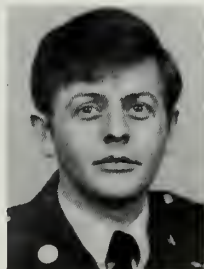
"My SDAP (Special Duty Assignment Proficiency) pay was \$30 a month and an expense account was unheard of," recalls Hickie. Money was not the only limited resource. Recruiters were also dealing with one phone for three to four recruiters, inadequate office space, and only one car per station. An advertising budget didn't exist. If recruiters wanted an ad in a local newspaper, the recruiter went down to the paper and placed the ad. The recruiting school actually taught recruiters how to place newspaper ads, give speeches, and obtain radio spots.

Things were done by trial and error. Hickie explained, "We went into the '70s thinking we knew what young men and women wanted and we made mistakes." Recruits were able to grow their hair a little longer and a strong sense of discipline was lacking. But in the early '80s the

military realized recruits wanted discipline and wanted to serve their country.

According to Hickie, the '80s also brought about the realization that Americans wanted and were willing to pay for a quality force. So re-

cruiters had to deliver and they were given resources to help meet this challenge. More recruiting stations, telephones, and cars appeared. Computers, the JOIN system, and an increased



SFC Ernest H. Hickie Jr.
Canton
455-1710

**"Ask me
about today's
ARMY"**
JOIN THE ARMY

advertising budget were added.

With the help of these resources and a strong belief in the Army, recruiters faced the challenge. They built this nation the quality force the country wanted. "I believe the performance of our troops in Desert Storm, Panama, and Grenada, says alot about the all-volunteer force we recruited," said Hickle.

The recruiting process has also had its share of changes. "Integrity has always been an issue, but, of course, because there is more emphasis on the integrity portion, we have more checks and balances.

"We used to have nine to 12 different forms, but now it's more condensed. The other thing I've seen is a more compact processing of the applicant, in order to maintain quality control and the best service possible to the applicant," he explained. "This seems to be a significant change in recruiting, the quality control emphasis. Now we are more concerned with how the applicant is treated on the floor. We want to ensure he or she is given first-class service."

In the '90s, recruiters are faced with similar and new problems that past recruiters faced. The downsizing of the recruiting force, the loss of qualified applicants to other markets, and the decline of many assets means recruiters will be expected to work harder with less.

"What I would like to see in the future, at all costs, is that we continue to maintain the highest quality force, trained and ready to defend this country. And because resources are diminishing, the recruiter once more will have to be a part of that community. He will have to be seen more, because he's the only thing that's going to be Mr. Army in that town," expressed Hickle.

"Recruiters sacrificed a lot of blood, sweat, and tears to bring recruiting to where it is today," noted Hickle. And these same resources are still needed to keep recruiting going strong. The process may be different, the numbers may have changed, but the task has stayed the same — recruiting a quality force.



About our command sergeant major

Command Sergeant Major Ernest H. Hickle was born in Fair Chance, Penn. He enlisted in the U.S. Army in Toledo, Ohio, November 1966 and received Basic Training at Fort Knox, Ky.

His early assignments include two tours of duty in Vietnam, in 1966, with the 9th Cavalry and, in 1969, with the 199th Light Infantry Brigade.

Command Sergeant Major Hickle joined the Recruiting Command as a field recruiter in Canton, Ohio, in 1972. He was later assigned as first sergeant inn the Canton Recruiting Company in 1980 and followed that assignment as first sergeant at the Bloomington, Ind., Recruiting Company.

In 1985, Command Sergeant Major Hickle served at Milwaukee (Wis.) followed by an assignment at Peoria (Ill.), as the sergeant major at each of those battalions. In 1987, Hickle was named Command Sergeant Major of the 2d Recruiting Brigade.

He assumed the duties of Command Sergeant Major of the U.S. Army Recruiting Command, January 7, 1991.

Command Sergeant Major Hickle's decorations include the Combat Infantry Badge, the Legion of Merit, Bronze Star, Purple Heart with Oak Leaf Cluster, Meritorious Service Medal with Oak Leaf Cluster, Air Medal, Army Commendation Medal with "V" Device with four Oak Leaf Clusters, Army Achievement Medal with Oak Leaf Cluster, and awarded the Recruiter Ring.

Command Sergeant Major Hickle and his wife Carol, are the parents of two daughters, Deshawn and Vanessa.

1. If a static wipeout happens frequently when using the JOIN, which of the following corrective measures should be taken?

- A. Ensure users are grounded by touching the metal of the table before touching any part of the JOIN.
- B. Spray a light mist, using a mixture of three parts water to one part liquid fabric softener, on the carpet around the system.
- C. Procure an anti-static mat if an evaluation indicates it is needed.
- D. All of the above.

2. Individuals enrolled in the Montgomery GI Bill who have \$100 deducted from their pay for the first 12 months of active duty can request a refund of the collections if they decide not to pursue a program of education.

- A. True
- B. False

3. Recruiters will inform applicants who have outstanding student loans that they may request a military deferment from their lending institution _____.

- A. regardless of loan repayment enrollment
- B. if they elect to enroll in the loan repayment option
- C. after completion of initial training resulting in the award of a Military Occupational Specialty (MOS)
- D. after completing 12 months of active duty

4. Army Nurse Corps applicants who are selected for commissioning will be commissioned within _____ of selection notification.

- A. 5 working days
- B. 10 working days
- C. 5 days
- D. 10 days

5. To ensure that accession of ANC officers occur as scheduled, the _____ will take ownership, along with the ANC recruiter, of all nurses pending accession.

- A. recruiting station commander
- B. recruiting company first sergeant
- C. recruiting company commander
- D. recruiting station commander and/or recruiting company commander

6. Who has the responsibility to ensure that applicants are prepared to enlist immediately following their successful completion of the physical examination?

- A. The guidance counselor
- B. The recruiter
- C. The recruiting station commander or platoon sergeant
- D. The recruiter and/or the recruiting station commander or platoon sergeant

7. High school seniors and diploma graduates achieving a minimum score of _____ and having no obvious physical disqualifications (i.e., eyeglasses, etc.) may be advised of the WOFT program.

- A. 120 in aptitude area GT
- B. 110 in aptitude area ST
- C. 110 in aptitude area GT
- D. 110 in aptitude area GT or 115 in aptitude area ST

8. The steps of problem solving, decision making, and planning are: (1) Identify problem; (2) Gather information; (3) Develop courses of action; (4) Analyze and compare courses of action; (5) Make a decision and select a course of action; (6) _____.

- A. (6) Make a plan; (7) implement the plan
- B. (6) Implement the decision
- C. (6) Make and implement a plan; (7) evaluate the plan
- D. (6) Evaluate the decision

9. Who is responsible for the ASVAB promotion in high schools, colleges, and other educational institutions?

- A. The recruiting battalion education services specialist
- B. The recruiting battalion education coordinator
- C. The recruiting commander or platoon sergeant assigned to the area
- D. The recruiter assigned to the area

10. When completing the USAREC Form 200-C, the Additional Information Section will include _____.

- A. information on all children at the discretion of the recruiter
- B. all children claimed as dependents IAW AR 601-210
- C. all children whether claimed as dependents or not IAW AR 601-210
- D. information of all children at the discretion of the applicant

11. What is the requirement for senior male contacts by 31 July?

- A. 5 percent
- B. 10 percent
- C. 25 percent
- D. This is left to the discretion of the recruiting commander

12. The components of the USAREC Training Management System include:

- A. assessing, planning, and evaluating
- B. assessing, planning, implementing, training, and evaluating
- C. planning, resourcing, implementing, training, and evaluating
- D. assessing, planning, resourcing, training, and evaluating

13. Recruiting station commanders will ensure that the recruiters are providing prospects with Privacy Act information _____.

- A. prior to gathering any data from the prospect for entry onto the USAREC Form 200-C
- B. prior to beginning the sales interview
- C. at the time of the telephone or face to face contact
- D. prior to the beginning of the processing phase

(The answers to this month's Test can be found on the inside back cover.)

Corrections to last month's Test appear on page 14 in *The Way I See It*.

The Way I See It

All "The Way I See It" forms received by the USAREC Chief of Staff are handled promptly. Those that are signed and include a phone number will receive a phone call within 48 hours of receipt. Those with addresses will receive a written response approximately 3 weeks from receipt.

A recruiter writes:

The **Test**, May 1993, the way you have the question written, there is no correct answer. I believe where you have written contracted, you meant contacted. We old-timers are not intimidated, but some of the newer, younger folks might be. I also think you left something out in number 14. I'm sorry—the English major in me took over when I saw the first error.

I won't be offended if you don't reply to me.

The Chief of Staff responds:

Thank you for your "The Way I See It" input calling our attention to the typographical errors in May's **Test** in the *Recruiter Journal*. We will print a correction in the July issue. For your information, question four should have read, "What percentage of male grads on the LRL must be contacted by 30 May?" Question 14 should have read, "Regardless of what closing method you use, it is important to recognize that _____ is as important as the close itself."

We try to catch typographical errors before we send the *Recruiter Journal* to the printer, but sometimes we slip up. When we do, we appreciate our readers calling them to our attention so we can correct them.

A recruiter writes:

My idea concerns the commission credit of nurse applicants who are already commissioned officers. My idea is to make up a form that the nurse will sign once they have been selected and assignment and MOS are known. The officer would sign this form and would agree to the offer that the

Army has made to them. This would simplify the procedure on RECALL officers, and we will get credit upon the execution of this document. I believe that this idea has several benefits. It would make the applicant more committed to reporting to active duty, and the recruiter would not have to wait for months to get credit for an applicant. We would be able to project applicants in a more timely manner. I think this simple solution to a complex problem will only help the applicant and the command.

The Chief of Staff responds:

Thank you for your suggestion on commission credit for nurse applicants who are already commissioned officers. We conferred with Command Legal Counsel on your suggestion to have RECALL officers sign a form accepting the offer the Army has made to them. Command Legal Counsel advised us that such a form would not be legally binding and that having the officer sign the form would imply a legal obligation and would therefore mislead the officer.

The issue of awarding commission credit for RECALL officers has been raised several times. The current system of granting commission credit when the officer accesses is based on historical data. In FY 92, 27 percent of RECALL officers did not access. So far in FY 93, 30 percent of RECALL officers did not access as scheduled. Until there is a significant improvement in these statistics, we are not able to entertain changing the current policy.

Thank you for your suggestion. We welcome ideas to improve our service to you and our applicants.

How do you see it? Send your comments on the form on page 15.

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.

Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the U.S. Army

Recruiting Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

HQ USAREC Fm 1825, 1 Jan 91

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DEPARTMENT OF THE ARMY
HEADQUARTERS
U.S. ARMY RECRUITING COMMAND
FORT KNOX, KENTUCKY 40121-2726

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Fold here first

Remembering Recruiting

*Reprinted with permission
from inside the Turret,
by MSG Thomas Tiernan*



It's a Wednesday night about 7:30. As I walk through the mall parking lot, my eye catches a glimpse of an old friend — the big green and white U.S. Army Recruiting Center sign.

The lights in the recruiting station are still on. That too is a familiar sight. I'm drawn toward the office as my mind wanders back in time to one of the most rewarding yet difficult periods in my career.

As I peek inside, the station commander is doing his daily "interface" with one of the recruiters. The "200 card" box is open as the pair review the status of prospects and how the "plan" to make mission is going.

I start to reach for the door, but decide to keep going. The last thing these guys need is a former recruiter stopping in to share a few war stories. They've got work to do, and I'd only be adding to an already long day.

My mind flashes back to images of my days "carrying the bag." For a few minutes, I am filled with the excitement and exhilaration of my love affair with recruiting. My heart pounds in my chest.

I can still remember the almost unbelievable high of getting my first enlistment, Burnell McNeal. He was a hell of a nice guy from Savannah who won the Commanding General's Award during basic training at Fort Leonard Wood.

There were a lot of unbelievable highs during my nearly five years in recruiting. There just wasn't anything quite like making mission box, except making it for the first time as a brand new station commander in the worst station in the battalion, or seeing a "kid" come back from the MEPS with everything he wanted.

There were a lot of great days spent working with outstanding soldiers and leaders. We worked hard and had fun. We formed close friendships. We trusted, believed in, and relied on each other. We were a team.

Recruiting isn't fun, excitement, and joy, however. You don't know disappointment until you've sat in an applicant's home where the floor is made of dirt, the walls insulated with wallpaper, and had to crush his dream by telling him he isn't

smart enough to join the Army. You just want to scream in anguish because a decent kid has been cheated out of an education and a chance to make life better for himself.

You don't know anger until you've sat in the home of a "well off" applicant and his family for 3 hours, only to be told by the parents that their son is too good for the Army. Then you get to go back to the recruiting station at 10 p.m. and realize you haven't accomplished a damned thing.

There's nothing fun about having parents slam the door in your face or hang up on you. There's no joy in having an Army warrant officer tell you there's no way he'd let his kid enlist, or hearing an 18-year-old man cry because his parents so rule his life that he can't join the Army.

Webster doesn't define excitement as driving 35 or 40 miles to conduct an interview only to have the kid forget to attend, or driving to the test site on a Wednesday night to find out the young man you were counting on to make mission failed the test, or getting up at 3 a.m. to drive an applicant to MEPS to be rejected for curvature of the spine.

There's nothing fun about making 30, 40, or 50 phone calls a day and not getting one appointment, or spending hours preparing an enlistment packet to find out the guy has concealed a police record, or discovering that your last appointment has canceled out so he can talk to the Marine recruiter.

There's nothing rewarding about zero-roller training or being called to the battalion headquarters to be chewed out for having made your mission box, plus extras, the month before and then having three quality folks to enlist on the first day of the new month just because the battalion didn't make its mission.

No, recruiting isn't easy. But for some it is a powerful aphrodisiac that you just can't seem to get out of your system. I'm one of those who still fights to get recruiting out of my blood.

It was a great time, a wonderful ride on the most fantastic roller coaster with the highest peaks and the scariest dips and twists ever conceived. It's probably like that for a lot of folks.

USAREC on the move

— The new home of HQ USAREC

by Susan Toutant, Louisville District,
Corps of Engineers

USAREC's move to temporary facilities at Fort Knox this year marked the halfway point of a journey to a new headquarters facility. The journey started at Fort Sheridan, Ill., and ended at Fort Knox, Ky., by way of Fort Benjamin Harrison, Ind. These moves were the result of the Department of Defense decision to realign its installations.

The Defense Base Closure and Realignment Commission (BRAC) was established to accomplish base realignment. The commission's recommendations are approved by the President and are subsequently forwarded to the Congress and Senate for consideration. If the recommendations are approved by the legislators in 45 days, they become law. Fort Sheridan, USAREC's previous home, was slated for closure under BRAC 1. This closure plan recommended USAREC's move to Fort Benjamin Harrison.

The second base closure recommendation known as BRAC 91 became law October 2, 1991. This package recommended the closure of Fort Benjamin Harrison and moved USAREC to Fort Knox. This decision gave USAREC the opportunity to create their vision for a new headquarters, a facility that would provide growth and flexibility for 21st century technology. The team to accomplish this project consisted of many, each bringing talent and expertise.

At Fort Knox the project renovates two barracks built in the 1930s. USAREC was now the sole occupant providing the opportunity for more control over the scoping of their new headquarters.

Fort Knox also benefited greatly with the move of a major command onto the installation. Previously Fort Knox had not fared very well in the commission's decisions. BRAC 1 realigned Fort Knox with the loss of 194th Brigade, and although the commission suggested the move of the Air Base Ground Defense from Fort Dix, N.J., the installation was never given the authority to award construction projects to ensure that move.



So the news that USAREC was coming to Fort Knox was uplifting, and Fort Knox was determined to make the move a positive one for USAREC.

Although USAREC had gone through several geographic changes, they still remained in the geographical boundaries of the Louisville District Corps of Engineers. The USAREC design was 60 percent complete at Fort Harrison, but because the design was entirely predicated on the constraints of Building 1, none of the design was salvageable. What was salvageable was the use of the design of A/E, URS Consultant, Inc. This firm had become extremely knowledgeable of USAREC's operation and interaction requirements. This working knowledge permitted approximately 4 months to be eliminated from the normal design time.

The scheduling of USAREC was important because USAREC needed to move off Fort Sheridan by closure, October 1, 1995. Typically the design time for a project of this magnitude is 2 years. The design for this project was completed in 12 months. Typical review periods for various stages of design were reduced from 45 days to 1 week. This was the case of every action; typical times were reduced by at least half. This seemingly impossible task was made possible because every command who had a member on the team agreed to meet this schedule: USAREC, Fort Knox's DEH, Corps of Engineers, and 7th Signal Command.

When USAREC briefed Mr. John W. Shannon, then Undersecretary of the Army, on the schedule, he let it be known that USAREC was to move to Fort Knox immediately. Economically, it cost more to keep USAREC at Fort Sheridan than to construct temporary facilities at Fort Knox. The temporary headquarters were constructed in FY 92 allowing USAREC to move to Fort Knox last summer.

The temporary facility consisted of three barracks that were scheduled to be renovated to correct life-safety violations. For USAREC, the

design also included the addition of air conditioning, increased lighting levels, carpet, painting, telephone and local area network (LAN) system. When USAREC moves into the new headquarters, the barracks will be converted back to barracks and the LAN components will be removed and relocated into the new headquarters.

The design of the permanent facility continued during the design and construction of the temporary facility. Since the new facility was constrained by the existing structure, the first task was to analyze USAREC's requirements and determine how the structure could be changed. It was determined that the existing facility would be completely gutted and the existing mechanical and electrical systems would be completely removed. The structure is supported by columns, allowing every interior wall to be removed. These decisions provided a tremendous amount of flexibility for the directorates' layouts.

The conference room requirements could not be met in the existing facility because of column spacing. The columns caused a congested and cramped space. A new conference room will be built in the infill space between the two buildings. The infill construction is the focal point and architectural statement for the facility.

The buildings were selected for USAREC by Fort Knox due in part to the softball fields located

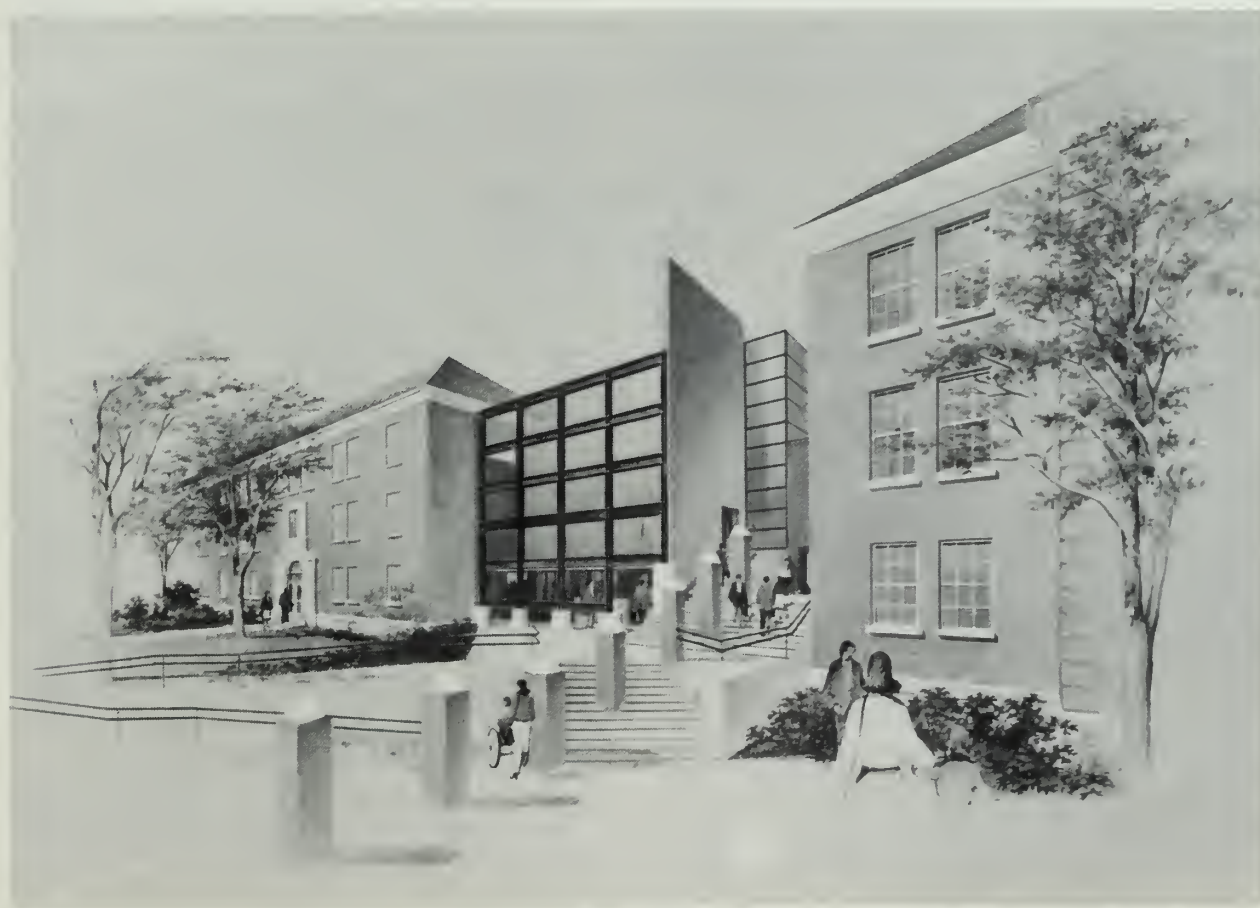
in front of the buildings. These softball fields are to be converted into USAREC's parade grounds. The parade ground includes a running track and a small sitting area.

USAREC is being provided a facility in which virtually everything will be new, including the furniture. The headquarters' personnel will not bring anything except some office equipment and files. The furniture is being purchased by the construction contractor from UNICOR, Federal Prison Industries.

As the design process continued the team became a very close working unit. After the award of the project a new player came on the team, the construction contractor. The project has been awarded to Howard Pence, Inc. This is the same firm that renovated the temporary facility.

During the month of April, a partnering meeting was held to bring the construction contractor on board. The meeting was filled with the spirit of excitement that the project was actually awarded and a bit of apprehension that the new players needed to quickly pick up the energy that had driven the rest of the project. The construction is also on a fast track and requires the same dedication that was necessary for the design.

This facility will be one of the Army's finest, and USAREC's home will be a wonderful place to work.



Support = Quality

— The 1993 Family Support Group Symposium

by Martin C. Skulas, HQ USAREC
Family Services Program Manager

Cold rooms and hot debates pretty well sum up the action as delegates met in St. Louis for the 1993 USAREC Family Symposium.

Over 100 soldiers, family members, and civilian family services coordinators gathered near the famed St. Louis gateway arch to improve the quality of life in USAREC by tackling 61 family issues. The issues, carefully crafted at USAREC's four brigade level symposia, expressed the concerns of the Total Army Family in USAREC.

Before the conference, delegates were divided into five work groups: entitlements, force/family support, medical, relocation, and recruiter support. The work group had a blend of delegates, recruiters, families, and civilian employees. Each delegate had an equal voice in their groups.

The symposium started out on a high note when COL Wayne F. Rader, director for Personnel, USAREC, welcomed delegates, laid out the agenda for the week, and introduced the first guest speaker, BG Raymond T. Roe, commander of the Army Community and Family Support Center (CFSC).

Citing the Chief of Staff of the Army's guiding philosophy that "Soldiers are entitled to the same quality of life as is afforded the society they are pledged to defend," BG Roe explained developments and plans for Morale, Welfare, and Recreation (MWR) Programs in the Army. Brandishing his famous multi-colored, illuminated pointer, he explained how the family issues about to be worked fit into the Army Family Action Plan (AFAP). He then reviewed examples of results of the AFAP process which have improved the quality of life in the Army.

BG Roe cautioned delegates of the consequences of the shrinking Army budget. "Folks, there's no more money." He went on to explain,

"Tell MG Wheeler what you want and tell him what you want discontinued." He said there has to be a balance, understanding that for programs added there had to be programs ended.

He concluded by underscoring the importance of the family support group roles in helping families become self-sufficient, reducing soldier and family stress, increasing attention to mission, and promoting the use of community resources.

Next on the agenda of guest speakers, COL Stewart K. McGregor, chief of staff, USAREC, gave delegates a command overview of the mission and organizational structure of USAREC. He gave delegates an appreciation of the challenges facing recruiters as the market of potential recruits changes.

McGregor showed how caring for families is an integral part of USAREC's present and future. He projected continued support for family programs by funding automated data processing equipment for family service coordinators and by increasing the amount of quality of life funds within the command.

Armed with the wealth of knowledge gained from the speakers, delegates adjourned to their work groups where they got down to the business of the symposium—addressing family issues. Aided by trained facilitators, the work groups examined, debated, and evaluated the issues assigned to their group. Despite the chilly conditions of the hotel's meeting rooms, the action got heated as delegates enthusiastically supported their positions. The goal of each group was to recommend a course of action for each issue brought to the symposium.

Once the groups completed compiling their recommendations, they selected their top issues to brief to MG Jack C. Wheeler, commanding general. The top issues were:

***"We have to get
our expectations
in a box."***

BG Roe

Entitlements

- special duty assignment pay for support personnel
- educational benefits for military family members
- COLA in CONUS to replace VHA

Force Support

- family services coordinator office area.

Family Support

- identify role/training for family services coordinator
- recruiter family meals at DEP functions
- continuing Army Career and Alumni Program

Medical

- medical programs education
- CHAMPUS reform
- direct care

Relocation

- information to spouses
- two-year recruiter stabilization
- sponsorship reform

Recruiter Support

- production management system
- quarterly mission box
- increase quality of life funds

Once the issues were selected for briefing, the delegates reassembled into the auditorium to continue their education about family programs. Ms. Janet MacKinnon from Army Community and Family Support Center provided an update on the Army Family Team Building Program. Mr. Jerry Sirmons from Delta Dental gave the group an update on the new Dependent Dental Plan. COL Katie Gwantley from Army Health Services Command wrapped up a day's activities by briefing delegates on Direct Care coverage.

Delegates also attended small group seminars on a variety of topics, such as CHAMPUS and starting family support groups. Julie Burger and Kay Huff, both from the American Red Cross, discussed off post resources available to support soldier and family programs. Topping off the list of seminar speakers was Chaplain Dwayne L. Ferguson, command chaplain addressing the Family Advocacy Program. Brigade representatives also were given time to share their good ideas and success stories with the delegates.

In a special break out session, McGregor met with the family services coordinators (FSC). In his opening comments, he told them they were operating in uncharted territory. His strongest advice to them was to get and hold the commander's ear at battalion level, stating that this is not an easy

job. He also reasoned that FSC needed to know how the recruiting system operates in order to work better with the battalion staff and to better help recruiters and their families.

McGregor then opened the floor to the FSC to voice their concerns. All told, 19 operational concerns were raised, discussed, and recorded during the session. Soldier and family support branch was tasked to research and respond to these concerns. McGregor thanked all the FSC for the work they had done in pioneering the family support program in USAREC.

On the final day of the conference, BG Robert Roper, deputy commanding general, USAREC, addressed delegates giving them insight into the general officer steering committee at Department of the Army, which oversees the family issues raised at symposia like this one. He said USAREC recruiters can do their mission better if they know that they and their families will be taken care of. This is the role of the FSC. CSM Ernest H. Hickie also shared his insights of the importance of family services coordinators.

Following the briefing, MG Wheeler acknowledged the hard work done by the delegates saying, "I was so encouraged by hearing what you were briefing today."

Addressing the family support group leaders and family services coordinators, MG Wheeler said they were a "dynamite value added" service to recruiting. He charged them to serve as ombudsmen and be on the doorsteps of commanders. "You will receive insights and feedback that the battalion commander and battalion command sergeant major need," he advised.

The closing of the symposium marked the beginning of work for the USAREC staff, who will take the good ideas developed by the delegates and make them happen.



Ms. Janet MacKinnon is the Army Family Team Building Program Manager from Community and Family Support Center. (Photo by Martin Skulas)

Summer fun safety

On a scorching summer day, nothing is quite as refreshing as jumping into the nearest body of water. However, as cool and inviting as it may look, water can be a killer. Drownings claim about 4,600 lives each year and are the fourth leading cause of accidental death in the United States.

Most drownings occur in natural water environments (lakes, rivers and oceans) and swimming pools. Most swimming pool accidents happen in privately owned facilities found in homes, apartments, hotels and resorts. Unintentional entry into water accounts for more than half of all drownings and includes trips and falls from docks, boats, bridges and pool perimeters. These accidents are often the result of horseplay, roughhousing, the use of alcohol and/or drugs, or a child's curiosity.

Swimming accidents cause hundreds of spinal injuries each year, many of which result in permanent paralysis for the victim. These injuries are caused by diving head first or too deep into shallow water, diving into objects or other swimmers, diving from high places, and diving into water of unknown depth. Most serious injuries, about 95 percent, result from dives into water less than five feet deep.

The majority of water-related accidents are preventable. By following simple safety rules, acquiring swimming and diving skills, and recognizing hazardous situations, you can avoid

tragedy. The following swimming and diving precautions from the National Safety Council can help you make it a safer summer:

Seek swimming instruction from a qualified instructor for you and your children. Many water-related accidents occur when people are mistakenly confident about their swimming ability. Take the time to develop complete swimming and diving skills.

Never swim alone. When possible, confine your water activity to areas supervised by life-guards.

Children must be supervised constantly by a responsible adult whenever they are in or around water.

Obeys posted safety rules.

Know and do not try to exceed your swimming limitations.

Avoid swiftly moving water. If caught in a current, swim in the same direction as the current and angle toward the shore until you reach safety.

Stay out of the water during thunderstorms and other extreme weather conditions. If lightning starts, get out of (or off of) the water and seek shelter away from metal objects, large trees and open areas.

Know your ability to rescue a swimmer. Only experienced, properly trained swimmers should themselves attempt to rescue someone in trouble.

Learn and practice basic lifesaving techniques, including first aid and cardiopulmonary resuscitation. Know how to throw a line or

ring buoy to a swimmer in trouble — in an emergency you can use anything that floats.

If you are a poor swimmer, do not rely on inner tubes or other inflatable objects for protection. The only reliable device is a life vest or life jacket, also known as a personal flotation device, approved by the U.S. Coast Guard. Life vests should be worn at all times when boating.

Always check water depth before diving — enter feet first if you are not sure of the depth. Never dive into an above-ground pool.

When diving, always enter the water with your arms extended firmly overhead and keep your hands together to protect your head.

Avoid the use of alcohol or other drugs when you are around water.

National Safety Council



Sybil McVicker gives another completed police check to SSG Victor Vaughn of Sumter Recruiting Station. (Photo by Russ Fitzgerald)



Friend for life

■ During Sybil McVicker's 6 years as clerk of municipal court in Sumter, SC., she has seen Army recruiters come and go. Two things have remained constant through the years, the seemingly endless stream of police checks generated by the recruiters. Many people would quickly tire of the recruiters and the extra work they generate, but McVicker welcomes them.

McVicker was so impressed with the recruiters from the Sumter station that she wrote a poem about them entitled 'Army.' In a note accompanying the poem she said, "All of you are such good guys, always ready to smile and joke around." She said when the recruiters come into her office it brightens her day.

A framed copy of her poem hangs on the wall in the Sumter Army recruiting station. The recruiters recently presented McVicker with a framed copy of the poem for her office, along with a certificate of appreciation and an Army jacket.

The working relationship the Sumter recruiters developed with local officials turned a routine visit into the fun part

of the day. The Sumter recruiters and the Army have a friend for life.

Russ Fitzgerald, Columbia Bn A&PA

Benefiting many

■ The Baltimore Battalion laid the coalition-building cornerstone recently by volunteering muscle to move \$75,000 worth of materials needed for Maryland's 1993 Performance Assessment Program's science tests.

"These performance assessments are central to our school improvement efforts," said State Superintendent of Schools, Dr. Nancy Grasmick.

One hundred thousand paper cups, 88,000 teaspoons, 65,000 drinking straws, 22,000 crayon boxes, 88,000 nails, and jars of spices were among the 28 different items that were sorted and packed for 24 Maryland county school systems involved in its major reform initiative, the Schools for Success Program. This program closely matches the battalion's Army 2000 Community Services Program and America 2000's educational goals.

"I commend Army Recruiting, McDonald's and the other business for sharing our belief in the importance of good schools. Everyone benefits when our schools are successful in helping all children learn," said Grasmick.

CPT Nathaniel Coxon, Baltimore's company commander, SGT Anthony D. Jones, recruiter, PFC Michael Sowers, Jerald Hunter, education specialist, along with members of the Lions Club, C&P Telephone Pioneers, Project Independence, RSVP Senior Volunteers, and a small staff from the State Department of Education made it possible for more than 170,000 students to be tested before school recessed for the summer.

Marge Witt, Baltimore Bn A&PA



In this chain of events CPT Nathaniel Coxon is ready to pass to an unready SGT Anthony Jones. (Photo by Marge Witt)

Moot court

■ In a moot court at the Fort Sam Houston (Texas) courtroom, some local high school students had a real case on their hands. Members of the government class played the roles of witnessess, jury members, attorneys, plaintiff, and parents in a sports gender discrimination case.

According to CPT Robert Hrvoj, staff judge advocate for 5th Recruiting Brigade, the court convened in conjunction with National Law Week activities, a nationwide tradition sponsored by the American Bar Association, to promote legal and law awareness.

"This year Law Week was actually observed Apr 26 - May 1," Hrvoj said. "But, as in the real legal system, the students had to wait a while to get a court date."

Hrvoj said the students were very well prepared for their case.

"They had some good ideas about their presentations and summaries," he added.

Before the judge took the bench, Hrvoj took the opportunity to tell the students about beginning his Army career as an enlisted legal specialist and using his loan repayment option to pay his college bills.

SFC Kenneth Griffin, platoon sergeant for San Antonio North Recruiting Company, was also on hand to tell the students about the Montgomery GI Bill, Army College Fund, and other Army incentives.

LuAnne Fantasia, 5th Bde A&PA



SFC Kenneth Griffin sells Army enlistment options to a captive audience of high school seniors. (Photo by LuAnne Fantasia)

Phoenix scouts honored

■ CPT James Brown, Tempe Company Commander and SGT Paula (PJ) Burnside, Phoenix North Recruiting Station recently attended a Girl Scout ceremony where they presented 13 girls with Girl Scout Gold Award certificates from the Secretary of the Army.

The Girl Scout Gold Award is the highest achievement in

Girl Scouting. It reflects a Senior Girl Scout's completion of service projects, career exploration and specific interest activities. It recognizes, much like the Army seeks in recruiting new soldiers, their commitment to excellence, their leadership skills and their ability to meet future challenges in their lives.

Paula Ramoino, Phoenix Bn A&PA



CPT James Brown, Tempe Company commander and SGT Paula Burnside, Phoenix North Recruiting Station present Girl Scout Gold Awards. (Photo by Paula Ramoino)

Making of the mentor

Implementing a mentoring program differs from company to company, but the mentor relationship itself generally falls into four stages, according to a new Catalyst publication: initiation, when the relationship starts; cultivation, during which the mentor and mentee become emotionally connected; separation, when the mentee leaves the nest; and redefinition, when terminated mentor relationships evolve into peer friendships.

Discussions on military enlistment

Over one quarter of the respondents to a recent USAREC survey indicated that they had discussed enlisting in the military with someone in the recent past, most frequently with friends or parents. Most reported that they received favorable reactions. This was particularly true among males, those unemployed and looking for work, and Blacks. A generally strong association was found between the reactions of others and stated propensity to enlist, with those receiving positive feedback being more positively propensed to enlist. Similarly, there were indications that youth are more inclined to enlist in the particular branch of Service that they think their parents would favor.

Approximately 81 percent of Youth Attitude Tracking Study (YATS) respondents said they knew someone currently in the military. However, a positive relationship was found between having an acquaintance in a given branch and being inclined toward enlisting in that branch.

Factoid

A relatively large percentage of YATS respondents indicated that reduced recruiting levels and the incidence of "early-outs" made them less likely to seek a military enlistment (22 percent

and 23 percent, respectively). The impact of the drawdown upon propensity was stronger than that associated with the Gulf War.

TV and radio frequency

Current USAREC research indicates that although nearly all respondents reported watching TV (98 percent) or listening to the radio (97 percent), the frequency of exposure varied widely. As shown in the table below, the estimated average hours of TV viewing or radio listening by youth declined as recruit quality increased. For males, students and graduates watched significantly fewer hours of TV per week than non-graduates. In addition, male students and graduates listened to fewer hours of radio per week than non-graduates. Females exhibited an even larger difference in mean TV viewing hours between students and graduates and non-graduates — just under 8 hours difference per week or 37 percent fewer. However, the average number of hours listening to the radio was nearly identical. Higher ability (AFQT categories I-III A) students and graduates tended to watch/listen to less TV/radio than those of lesser ability (AFQT categories IIIB-V). On average, high ability students and graduates watched about three fewer hours of television (18 percent less) and listened to just under three fewer hours of radio (12 percent less than lesser ability graduates). Overall, the high AFQT students and graduates, youth most desired by the Services, watched nearly 25 percent fewer hours of television and listened to nearly one third less radio than those least desired by the services, low AFQT graduates.

Questions or comments? Contact
Sandy Ramos, 1-800-223-3735,
extension 4-0776.

Table 2.1 Summary of Media Use by Recruit Quality Category
(weighted to national population)

	Males				Females	
	Students/Graduates		Non-graduates		Students/ Graduates	Non- graduates
	I-III A	IIIB-V	I-III A	IIIB-V		
TV Hrs Per Week	12.9	15.8	16.3	17.3	13.4	21.2
Radio Hrs Per Week	21.2	24.0	31.6	31.8	21.5	21.7

Hot messages

RECUSAR Message 93-040, **Delayed Training Replacement Program Implementation Instructions Part I & II**, dated 5 May 93. Part I gives brigades and battalions instructions for implementation of the DTP loss replacement program and instructions on how to pull reports. Part II provides detailed instructions to the field force on actual policy and procedures.

RECUSAR Message 93-039, **Distribution of Specialized Training for Army Reserve Readiness (STARR) Memorandum of Instruction (MOI)**. This message outlines the changes found in the 10 May 93 MOI. If you have not received a copy of the new STARR MOI, contact your battalion operations.

Guidance counselors

A new program has been added to USAR REQUEST "ARSHIP." This program should help with current ship information during the summer surge. Run this program during non-peak hours (early in the morning or at close of business) to prevent system slow down.

Why build IRR transfers on ARADS

On 1 Apr 93, the CG, USAREC directed 100 percent ARADS usage. The only way to achieve this goal is to use the system. Guidance counselor Sales 15 is on line and that allows us to meet the CG's goals. The good news is JOIN (at station level) will be up soon and recruiters will project all transfers just as they do nonprior service.

FY 94 unit inactivations

Troop Program Units scheduled to go away in FY 94 will go away now. These units have been removed from the REQUEST system! This should prevent past situations of new

soldiers showing up at units that have "gone away".

STARR program

Military Occupational Specialty 92B - Medical Laboratory Specialist was removed from the STARR program on 10 May 93. This was necessary due to a restructure in that MOS by Health Service Command.



IRR status checks

In RSM June, we assumed responsibility for providing status checks on IRR transfers processing for assignment to a TPU. It can result in a faster contract and better red-carpet treatment for our applicants.

- Review USAREC Regulation 140-3. Those soldiers that appear on the consolidated leads list with a character of service code of "O" do not require status checks.
- When making appointments with prior service, always ask the individual to bring prior service documents, especially the DD Form 214.

Operations NCOs

We have been working on a back up system for test and physical information for IRR transfers. If the USAREC, mainframe ARC3S is down, fax your request (SSN and FY) to USAREC Policy. We will check our system and fax back the results.

DMDC checks for USAR

The Centralized System for Prior Service Reenlistment Eligibility Information (DoD Recruit File) is being expanded to contain information on Reserve Component losses. This has

the possibility of helping us do our job better and faster.

Use of ARRQST

The Army wants to improve ARRQST performance by reducing the number of LOOKUPS executed. This will be accomplished by saving and later retrieving a LOOKUP and by providing the capability, of reviewing the applicants holding record without interrupting reservation processing. The following program was released for guidance counselors' use 2 June 93.

Guidance counselor procedures are as follows:

- Guidance counselors will run ARRQST and perform a LOOKUP. Save the LOOKUP by pressing the New Function Key (PF3) on screen ARRQ03. ARRQST will display a message "LOOKUP SAVED".
- To retrieve stored LOOKUP, select Option 3 at screen ARRQ01.
- For each applicant, guidance counselors will be able to save the results of one LOOKUP. Stored LOOKUPS from the previous day are deleted automatically.
- Changes in ARBILD will delete the saved screen.
- Changes in RECSTA dates will replace the previous SAVED screen.

During ARRQST reservation processing, the holding record will display after screen ARRQ013. Screen ARRQ14 (new) should be printed to complete the reservation.

Comments

Send mail to:

**Director, Reserve Affairs
ATTN: RCRC-PPS-TIPS
Fort Knox, KY 40121**

POC is MSG Leonard Hirnikel,
1-800-223-3735, extension
4-0873.

Gold Badges

ALBANY

SGT David T. Dormann
SGT Jack C. Lyon Jr.

ALBUQUERQUE

SSG Don Smith
SSG Michael G. McCarty

ATLANTA

SSG Michael Mathis

BALTIMORE

SSG Jessica G. Mathes
SSG Shirlinda A. Smith

BRUNSWICK

SSG William F. Brackett
SSG Rene A. Cloutier
SFC Mark Pantalone

CHICAGO

SGT William D. Daugherty
SSG Vivian Denham
SSG Mark Robinson
SSG Eli Smith Jr.
SSG James G. Newton
SGT John A. Certa Jr.

CLEVELAND

SSG Craig Fiddler
SSG Dwight M. Ford
SGT Timothy M. Gates
SSG Ray K. Lear
SGT William L. Parrie
SSG Daniel Lopez

DALLAS

SSG Sergio Rivera
SSG Paige K. Pierce
SSG Kelly L. Benda

HARRISBURG

SSG Kevin J. Herman
SSG Kenneth L. Kio

HOUSTON

SGT Norman Travis

INDIANAPOLIS

SSG Thomas R. Loden

SGT Glenn A. Bell

JACKSON

SSG Stanley Burton
SSG Michael B. Johnson

JACKSONVILLE

SSG Pamela K. Salas
SSG Stephen M. Noell
SSG Michael Smith
SSG Charles L. Cummings
SSG Tony K. Connell



LANSING

SSG Matthew B. Wheeler
SSG Raymond E. Spencer
SSG James A. Griffin
SGT Gregory B. Williams
SSG Michael A. Azevedo
SGT Darwin Fleming
SGT Robert S. Bell IV
SFC Thomas G. Risner

MIAMI

SSG Lowell Guzman
SSG Carmelo Crespo
SSG Gerardo Alvarado

MINNEAPOLIS

SFC Wiley McLaurin
SSG Bruce A. Jones
SSG Beth A. Cigelske

MONTGOMERY

SGT William Snyder
SSG Gregory Hunter

NEW ORLEANS

SGT Herman Foster

OKLAHOMA CITY

SSG Lajune L. Abreu
SSG Terri W. Durrin
SGT Danny L. King
SSG Brian L. Hughes
SSG John M. Lanier Jr.

PHILADELPHIA

SGT Eric L. Johnson
SFC Michael E. Horne
SSG Albert L. Cromwell

PHOENIX

SGT Michael A. Thorne

PITTSBURGH

SGT Charles F. Jones
SSG Thomas R. McGahen
SSG James R. Moore
SFC Don H. Trott

SALT LAKE CITY

SFC Kenneth Kapalczynski
SGT Gerri A. Griffith

PORTLAND

SFC Juan T. Blas
SSG Shaun P. Martin
SGT Leland E. Lee

SACRAMENTO

SFC Philip P. Bitz

SAN ANTONIO

SFC Henry D. Pedrina
SSG Israel Talamantez

SEATTLE

SFC Patsy A. Starr
SSG Terry L. Warren

SYRACUSE

SFC Daniel Rosario

Rings

DES MOINES

SSG Eric A. Fisher
SFC Robert D. Grothe
SSG Timothy A. Yarolem

HOUSTON

SFC David B. Wilson
SFC Kenneth D. Hoxie

INDIANAPOLIS

SFC Larry J. Mack

JACKSONVILLE

SSG William R. Burdi
SFC Kenneth W. Fitzpatrick

MILWAUKEE

SFC James T. Ott

MINNEAPOLIS

SFC Louis G. Filip Jr.

MONTGOMERY

SSG Lorrie Stallworth

NASHVILLE

SFC Robert F. Varney
SFC George W. Shannon III
SSG John I. Green
SFC James W. Armstead

NEW ORLEANS

SSG Michael Williams

NEW YORK CITY

SFC Nathaniel A. Spratts
SFC Miguel A. Rodriguez-Garcia

PHOENIX

MSG Thomas J. King
SFC Stanley Basurto

PITTSBURGH

SGT John E. Brown
SFC Karen M. Flood

RALEIGH

SSG Timothy W. Niles

SAN ANTONIO

SSG George P. Allen
SSG Jose A. Lugo-Martinez
SSG Bruce M. Stratford
SSG Porfirio Plaza-Ortiz

SANTA ANA

SSG Leroan Hunte
SFC Paul M. Palabrica
SFC Leonardo P. Avila
SSG Johnny R. Quenga

SEATTLE

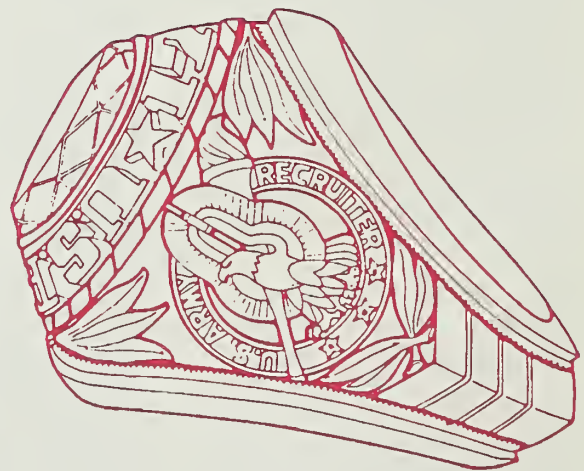
SGT Dennis R. Ritter

ST. LOUIS

SSG Anthony D. Tinsley

TAMPA

SSG Scott T. Wiza
SSG Michael D. Facella



RSC Schedule

During the summer months, RSC does not maintain a regular RSM schedule, but RSC vans or pods can be made available upon request. Note, the Recruiting Support Command will be on lockdown during the entire month of August and limited equipment will be released. Below is the most current schedule for July, August and September.

JULY 1993

Army Adventure Van

WEST ALLIS, WIS, 6 - 11 Jul
EL PASO, TX, 15 - 17 Jul
FORT AP HILL, VA,
30 Jul - 11 Aug
SAN ANTONIO, 18 - 21 Jul

Cinema Van

NASHVILLE, 2 - 4 Jul
INDIANAPOLIS, 6 - 11 Jul

Cinema Pod

PITTSBURGH, 2 - 10 Jul

High Tech Van

LANSING, 3 - 5 Jul
BRUNSWICK, 9 Jul

AUGUST 1993

Army Adventure

NEW YORK CITY, 28 - 29 Aug

Cinema Van

SYRACUSE, 25 - 30 Aug
DALLAS, 20 - 27 Aug

SEPTEMBER 1993

Army Adventure Van

RICHLANDS, VA, 2 Sep
PITTSBURGH, 3 - 24 Sep

High Tech Van

CLEVELAND, 4 - 6 Sep

Answers to This Month's Test

1. D, USAREC Pam 350-4, para 2-52b
2. B, USAREC Reg 621-1, para 1-5a(3)(b)
3. A, USAREC Reg 621-1, para 1-6a(4)
4. D, USAREC Reg 350-6, para 6-3c
5. D, USAREC Reg 350-6, para 6-4
6. B, USAREC Reg 350-6, para 5-7
7. C, USAREC Reg 350-6, para 5-5b
8. A, USAREC Pam 350-8, para 2-2b
9. D, USAREC Reg 350-6, para 3-13b(1)
10. C, USAREC Reg 350-6, para E-1b(18)(d)
11. D, USAREC Reg 350-6, Table 3-1
12. C, USAREC Reg 350-4, para 2-1
13. A, USAREC Reg 350-7, para 5-2b

Training Tip

Question: What's available that I can offer schools to help establish an effective school program?

Answer: There are many avenues available to provide a service to schools. Start with your own special skills acquired during your career. Offer to share them with classes or student organizations.

Check with your peers, local Army Reserve units, or nearest Army installation to see what special skills or programs they have. Check to see what TAIR events are scheduled in your area. How about the Stay in School/Stay Off Drugs program? Consider providing guest speakers for classes or special events. Be creative in your thoughts.

No matter what's available, you must first establish rapport with the school. Find out what their needs are. Once these needs are discovered, you are in a position to offer your services as a professional.



VOLUNTEERS FOR